



**COMPANY NUMBER:** 09349804

**CHARITY NUMBER:** 1161218

**UNIVERSITIES AND COLLEGES INFORMATION SYSTEMS ASSOCIATION LIMITED (the "Company")**

### **Minutes of the Annual General Meeting**

The tenth Annual General Meeting (the '**Meeting**') of the Company, and the 32nd Annual General Meeting of the association, was held at 12:00 noon on Thursday 19 June 2025 online via MS Teams.

1. The Secretary, Matthew Flower welcomed the members and summarised the purpose of the Meeting as stated in the notice and the agenda of the Meeting.

A quorum was declared

Apologies were received from the following members:

Nick Leake, Kings's College London, who was represented at the meeting by Emma Woodward, UCISA Chair as proxy

Oksana Viytovych, Kingston University, who was represented at the meeting by Kirstin Bradley, Kingston University as proxy

The chair explained the voting procedure via MS Teams forms and the fact that in the event of multiple representatives from a single institution submitting voting forms, only one vote per institution (that of the senior representative) would be counted.

2. The following Ordinary Resolutions were put to the members:

- A. To approve the minutes of the 2024 Annual General Meeting of the Company held on 13 June 2024.

*Proposed Nick Gilbert, London School of Economics and Political Science, Seconded by Fiona Greig, University of Winchester*

*Approved by majority (3 Abstentions)*

The secretary handed over to the Chair, Emma Woodcock who was honoured to reflect on the progress, collaboration and shared achievements of the year as she concluded her tenure as Chair of UCISA.

She commented being the Chair of UCISA during a period of such dynamic change in the higher and further education IT sector had been a privilege, and she was grateful for the opportunity to work with such talented colleagues and members who share a commitment to digital excellence.

Over the past 12 months, UCISA had reached significant milestones, reflecting the strength of their strategic vision and the collective effort of the community.

UCISA hosted just under 100 member events, welcoming over 10,000 registered delegates. Additionally, more than 30 open member meetings had been hosted, engaging nearly 2,500 participants in vital representation work. Those figures demonstrated the value and strength of sector's engagement. The 2025 Leadership Conference received exceptional feedback and created an undeniable sense of community and collaboration. Alongside numerous other UCISA events, the UCISA25 Leadership event reaffirmed UCISA's role as a convener of thought leadership and innovation within the sector.

UCISA's voice resonated strongly this year, contributing to high-profile initiatives such as the UUK Data Futures Review, the COVID Inquiry, and the House of Lords Policy Forum. These efforts highlight UCISA's growing influence and respect as a trusted advisor and advocate for the sector and this was cemented by the recommendations made in the recent UUK Carrington Report.

In response to the escalating challenges of cybersecurity, UCISA has brought together IT leaders to share experiences, provide guidance, and develop resources to strengthen institutional resilience. The launch of the UCISA Stonephish Club was another impactful initiative, celebrating the leadership and resilience of those who have navigated cyberattacks within their institutions. This community not only honours these leaders but fosters an invaluable network of shared expertise and solidarity.

Significant progress has been made on UCISA's 2022–2027 Strategic Plan, *Building on Success*. Key achievements include the evolution of member groups into thriving communities and advancement of Business Systems Development project. A major milestone is the launch of **UCISA Connect**, our new member portal developed through this initiative, which she was delighted to announce would go live on July 1st. Additionally, a **Higher Education Data Model project** has been initiated, supported by ARC, JISC, and our EA group.

The bursary schemes have been expanded to support our members, launched new groups such as the Research Community, and addressed critical sector challenges like talent retention, diversity, and shared services.

UCISA's Thought Leadership Initiative is gaining momentum, it's aim is to produce impactful publications and engaging sessions. Emma looked forward to supporting the growth of this initiative as she continues her involvement after stepping down as Chair.

Strengthened global partnerships were also a hallmark of the year, with representatives from CAUDIT and EUNIS joining UCISA events, enhancing the exchange of ideas and practices internationally.

Despite a challenging economic environment, UCISA delivered a balanced budget for 2024, demonstrating sound financial stewardship. The transition to its new offices was executed seamlessly, and the implementation phase of the CRM project promises enhanced operational capabilities.

Reflecting on her own tenure, Emma was most proud of the collaborative spirit that defines UCISA. From enhancing sector resilience to championing digital innovation, the achievements were testament to the shared commitment of the members, the expertise of staff, and the vision of Trustees.

Emma extended her deepest gratitude to Deborah Green for her exceptional leadership and unwavering support. And to Trustees, community chairs, and every UCISA member, who's trust, contributions, and shared ambition have been integral to the success of UCISA.

As Emma stepped back from the Chair role, she was confident in UCISA's trajectory. The organisation is well-positioned to navigate the challenges and opportunities of the future, and she looked forward to seeing it thrive.

Emma thanked the membership for the privilege of serving as their Chair—she commented that together, much has been accomplished, and she looked forward to contributing to UCISA's future success as an active member.

To receive and adopt the annual report of the Trustees and the accounts of the Company for the financial year ended 31 December 2024.

*Proposed by Sarah Beavon, Canterbury Christchurch and Treasurer, Seconded by James Crooks, Durham University and Deputy Chair of UCISA*

*Approved by majority (1 Abstention and 1 against)*

- B. To re-appoint Gravita (previously Critchleys) the auditors of the Company to hold office from the conclusion of this meeting until the conclusion of the next general meeting of the Company at which audited accounts are laid, and to authorise the directors to fix their remuneration.

*Proposed by, Sarah Cockrill, Canterbury Christ Church University and Treasurer and Seconded by Emma Woodcock, York St John University and Chair of UCISA*

*Approved by majority (2 Abstention and 1 Against)*

- C. To appoint the following honorary officers:

James Crooks, as Chair and as Director of the company

*Proposed by Tyrell Basson, York University, Seconded by Stuart Brown, University of Reading*

*Approved nem con*

James Smith, as Deputy Chair and Director of the Company

*Proposed by Emma Woodcock, York St John University and Chair, Seconded by James Crooks, Durham University and Deputy Chair of UCISA*

*Approved nem con*

D. Nominations received for the one vacancy amongst the Elected Trustees to elect individuals as directors, were subject to a poll vote by the members and having consented to act, the candidate named below was appointed to the role of Elected Trustees:

- i) Karen Bates, London Business School, *proposed by Emma Woodward, York St John University, Seconded by Mark Johnston, University of Glasgow.*

A total of 50 institutions cast votes, and no ballot papers were spoiled.

James Crooks, Deputy Chair took the opportunity to thank Emma Woodcock as the outgoing Chair for being an essential part of the UCISA team, truly contributing to the fabric and future of the community. All had greatly valued her hard work, dedication, and the unique spirit she brought over her time as chair, deputy chair and trustee. James stated that personally he was very sad to see her go, and knew she would be missed by all, and he spoke for all of us when he wished her all the very best for the future.

He added that and as many former trustees would attest – once you’ve been part of UCISA you never really leave. James looked forward to what he was sure would-be numerous opportunities to engage on various activities and initiatives in the future with Emma.

- E. In accordance with the Articles of Association of the Company: To accept the nominations of the UCISA Community Committees and appoint the Chairs of the Communities of the Charity as follows:

Group	Chair	Proposer	Seconded
<b>Business Relationship Management</b>	Richard Manley, University of the West of England	Susanne Smith, University of South Wales	Jo Mortimer, University of Reading
<b>Business Technology Standard</b>	John Butterworth, King’s College London	Nick Leake, King’s College London	Krish Pilicudale, University of Huddersfield
<b>Corporate Information Systems Group</b>	Martin Rodenby, University of Sheffield	James Smith, Middlesex University	David Robinson, Technological University Dublin
<b>Digital Capabilities</b>	Alison Waters, Cranfield University	Annette Webb, York St John University	Timothy Smale Keele University
<b>Digital Education</b>	Richard Goodman, Loughborough University	Farzana Latif, University of Leeds	Julie Voce, City, University of London
<b>Digital Infrastructure</b>	Mohammed Aufogul University College London	Jim Florence, Robert Gordon University	Jim McKee Stirling University
<b>Digital Research (inaugural chair)</b>	Henrik Brogger, University of Reading	Emma Woodcock York St John University	James Crooks Durham University

<b>Enterprise Architecture</b>	<i>Joint Chair:</i> Russell Boyatt, University of Warwick	Rosie Coffey, University College Cork	Lex Wilkinson, Sheffield Hallam University
	<i>Joint Chair:</i> Rosie Coffey University College Cork	Lex Wilkinson, Sheffield Hallam University	Russell Boyatt, Warwick University
<b>Enterprise Service Management</b>	<i>Joint Chair:</i> Iain McCracken London School of Economics	Sam Heasman Kings College London	Aaron Kingsbury University of Reading
	<i>Joint Chair:</i> Mark Temple University of Glasgow	Sam Heasman Kings College London	Aaron Kingsbury University of Reading
<b>Higher Education Information Directors Scotland (HEIDS)</b>	Claire Taylor, Napier University	John Maher University of the Highlands and Islands	Catherine McMillan University of Strathclyde
<b>(HEWIT) Higher Education Wales Information Technology</b>	Simone Barbaresi, Bangor University	Chris Price, Swansea University	Graham Worley, Bangor University
<b>Immigration Administration</b>	<i>Joint Chair:</i> Ross Porter London Business School	Alex Lock, Anglia Ruskin University	Laura Brown, London Business School
	<i>Joint Chair:</i> Alex Lock Anglia Ruskin University	Ross Porter, London Business School	Maria Wylie, University of Cambridge
<b>Ireland Directors Community (inaugural chair)</b>	Paddy Daly, Maynooth University	James Smith, Middlesex University	Emma Woodcock, York St John University
<b>London Community</b>	Trevor Baxter, King's College London	Okan Kibaroglu Imperial College London	John Harris King's College London
<b>Project and Change Management</b>	Simon Baker, Birmingham City University	Rhian Davies, University of Edinburgh	Sally Jorjani, University of Stirling
<b>Procurement</b>	Rob Moore, Leeds Beckett University	Helen Baker, UWE	Mark Allinson, Edge Hill
	Mel Gomes, Royal Holloway, University of London	Helen Baker, UWE	Mark Allinson, Edge Hill
<b>Security</b>	Dave Thornley, Sheffield Hallam University	Emma Barwell University of Southampton	David Round University of Bangor
<b>Support Services</b>	<i>Joint Chair:</i> Andy Scott, Durham University	Jake Dovey Southampton University	Rachel Fligelstone Lancaster University
	<i>Joint Chair:</i> Jo Mortimer, University of Reading	Jake Dovey Southampton University	Rachel Fligelstone Lancaster University

<b>Sustainability</b>	Henrik Brogger, University of Reading	Stella Poole, University of Birmingham	Robert Irving, Southampton University
<b>Women in Tech</b>	<i>Joint Chair:</i> Christi Hopkinson, University of the West of England	Katie Wilde, University of Aberdeen	Pam Graham, University of Plymouth
	<i>Joint Chair:</i> Katie Wilde, University of Aberdeen	Christi Hopkinson, University of the West of England	Pam Graham, University of Plymouth
<b>User Experience</b>	<i>Joint Chair:</i> Emma Horrell, University of Edinburgh	James Cox, University of Oxford	Anna Read, The Open University
	<i>Joint Chair:</i> Joseph Talbot University of Oxford	James Cox, University of Oxford	Anna Read, The Open University

One change from the calling notice was noted. Simone Barbaresi nominated chair for the HEWIT community would be stepping down at the end of July. Nathalie Czechowski, University of South Wales would take over as Chair from 1 August 2025.

*Approved nem con*

- F. To receive the Treasurer’s Report for the financial year ended 31 December 2024, summary Budget for the current year ending 31 December 2025 and summary budget for the financial year ending 31 December 2026.

The Secretary invited the Treasurer, Sarah Beavon, to address the meeting who reported that:

In terms of the final accounts for the last financial year she was pleased to report that we were able to implement the one-year price freeze approved by members at the AGM in 2023 and despite economic and sector challenges, UCISA achieved a balanced budget.

As highlighted earlier, UCISA continued to drive forward member benefits whilst maintaining a balanced budget. Representation work expanded significantly, with efforts to address key issues often with major global suppliers. UCISA now influences critical discussions in the House of Lords, OfS, and with national stakeholders, reinforcing its role as the voice of digital practitioners in HE. Much of this work has significantly improved UCISA’s reputation and influence within the sector. It was therefore her pleasure to summarise that UCISA remains in good financial health, with the ability to invest in strategic ambitions without causing any financial risks. More details were available in the published audited accounts.

In terms of progress against the current financial year the forecast was a deficit of 7.1% at last year's AGM. Sarah was pleased to report we have reduced this deficit to 4.5% while still maintaining an excellent set of benefits to members.

In terms of the outline budget for next financial year this remains high level at present. The budget will be refined over the coming months by the team and presented to the board for approval later in the year. In preparing the budget the following assumptions have been made which Sarah highlighted to members:

- Event budgets continue to have a contingency of 5 – 10% depending on the size of event to allow for volatility of pricing in the market.
- Due to higher venue and event costs, modest increases in conference delegate fees.
- All other ongoing costs are constantly being reviewed and managed to ensure optimal efficiency.
- Holding £642,622 restricted reserves and actively seeking ways to see these monies appropriately used for member benefit.
- Continuing to hold one year of operating costs in reserves as an operating contingency.

Sarah noted that whilst a deficit budget of 5.7% is planned, a high level of prudent budgeting has been undertaken which takes into account the challenges faced by the sector. The reserves comfortably cover the deficit that we envisage.

Sarah hoped she had been able to provide members with a clear and realistic indication of the financial health, which is in a good position, but this depends in no small part, on institutions' willingness to continue to actively support UCISA's work, through membership and attendance at the events run on their behalf.

Sarah thanked the membership for their attention and asked if there were any questions at this point.

There were no questions for the Treasurer.

G. To approve the increase in subscription fee by 5 % for 2026.

Members were reminded that bands may change for 2026 if student numbers for institutions have changed

<b>Band Type</b>	<b>Size as reported to HESA No change to banding in 2024/25</b>	<b>Current 2025 Subscription fees (ex VAT)</b>	<b>Proposed 2026 Subscriptions with 5% uplift (ex VAT)</b>
<b>Band 1</b>	<b>Small and specialist institutions</b>	<b>£912.00</b>	<b>£958.00</b>
<b>Band 2</b>	Less than 10,000 students	£2,277.00	£2392.00
<b>Band 3</b>	10,001 to 20,000 students	£3,189.00	£3,349.00
<b>Band 4</b>	20,001 to 30,000 students	£3,644.00	£3,827.00

<b>Band 5</b>	More than 30,001 students	£4,165.00	£4,374.00
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The motion was then put to the meeting.

*Proposed by Monica Jones University of Leeds and Seconded by Karen Bates, London Business School*

*Approved by majority (3 Abstentions, 7 Against)*

3. Any other business

There were no further items of business

4. To receive outgoing Chair's remarks

Emma Woodcock reiterated what she had said earlier and gave her heartfelt gratitude to everyone who has contributed to UCISA and its successes. From the Trustees and community chairs to each and every member, the dedication, trust, and shared ambition has been integral to the collective success.

To Deborah Green, Emma thanked again for her exceptional leadership, her vision and dedication, all that had been invaluable.

As Emma handed over the reins to James Crooks, she did so with confidence in UCISA's future. James inherited a vibrant and engaged community, and Emma had no doubt that his leadership would take UCISA to even greater heights. Her advice to James was simple: listen to the ideas and experiences within this community and continue to build on the strong foundations laid together.

For Emma stepping down as Chair was not the end, but a transition. She looked forward to remaining an active member of UCISA, supporting its initiatives and celebrating its successes from a new vantage point.

She thanked the membership for the privilege of serving as their Chair. Emma commented that together much had been accomplished, and she was excited to see UCISA's trajectory in the years ahead. With that she handed over to James Crooks.

5. To receive incoming Chair's remarks

James Crooks started by thanking Emma Woodcock, for her earlier words and for the exceptional leadership she had provided over the past two years.

Emma had been a wonderful chair for UCISA. Under her stewardship, foundations had been strengthened, membership maintained, and the impact of our communities of practice deepened. In partnership with CEO Deborah, Emma guided us through a period of significant and continued turbulence in the sector, while keeping our mission crystal clear. On behalf of the entire community – 160 institutional members, corporate members, and everyone who benefits from UCISA's work – James thanked Emma for her dedication, vision, and the solid foundation she handed over today.

James commented that as he takes on the role of Chair, he was acutely aware that we meet at a pivotal moment for UK Higher Education. Universities face unprecedented financial pressures, and the temptation in times like this is often to look inward, to focus solely on survival. But as we heard at the excellent COO panel session at Leadership Conference in March, this is exactly when organisations like UCISA become most valuable – when collaboration isn't just beneficial, it's essential.

The strategy remains as relevant as ever: Connect, Share, Transform. In challenging times, these aren't just aspirations – they're necessities. When budgets are tight, sharing knowledge and resources becomes crucial. When individual institutions struggle, our collective expertise becomes a lifeline. When the sector needs transformation, our 20+ UCISA communities become engines for innovation.

Over the next two years, James wanted to ensure our community doesn't just weather this storm but emerges even stronger. We'll focus continuously on what makes us unique – our ability to bring together institutional and corporate expertise, our communities that turn individual challenges into collective solutions, and our focus on practical, implementable steps toward digital transformation.

James genuinely believed there are real opportunities ahead. We have seen from other sectors and industries; financial pressure often drives innovation out of necessity. The challenges our members face will lead to new solutions and better ways of working. UCISA has a vital role to play in that process – helping people connect, share what works, and learn from each other's experiences.

This was powerfully demonstrated last week with the publication of the Universities UK Transformation and Efficiency Task Force report, "Towards a new era of collaboration." This government-backed report identifies seven opportunities for transformational change across our sector, and UCISA is specifically recognised in two critical areas: collaborative procurement and shared standards for digital transformation. This isn't just acknowledgement – it's validation that over the past few years, UCISA has become a trusted and valued asset to UK higher education and is now recognised as a critical enabler for the future of our sector.

James continued saying, transformation isn't just about technology – it's fundamentally about people. We have heard too many times at events and webinars, from many members who have faced the ultimate test of resilience in recent years, navigating significant cyber incidents that have challenged not just technical and leadership capabilities, but human capacity for endurance. These experiences have demanded extraordinary resilience – emotional, mental, and physical – from our teams. They've required leadership that is both strong and deeply considerate, recognising that our greatest asset isn't our infrastructure or our systems, but our people.

As we move forward, we must ensure that the colleagues who have carried us through these difficult times emerge feeling valued, respected, and genuinely hopeful about what lies ahead. The transformation we're driving must enhance, not exhaust, the human experience of working in IT in education.

The message James wanted to give to institutional members was that the team at UCISA understand the pressures faced and are here to help all do more with less, to learn from each other's successes and failures, and to navigate this challenging period together.

The expertise and innovation of corporate members had never been more crucial. We will continue to create meaningful opportunities for them to engage with and support the sector.

And to the communities of practice, James referred to them as UCISA's beating heart. Their work didn't just happen despite the challenging times – it happened because these times demanded the collective wisdom and collaborative spirit demonstrated.

The coming years won't be easy, but they will be defining. Together, we'll ensure that as the sector continues to evolve through this challenging period, digital technology will be a key enabler of adaptation and transformation.

James thanked the members for their trust in electing him as chair. James stated he was honoured to serve this community and excited about what we'll achieve together.

James closed his remarks by saying in the spirit of UCISA, let's connect, share, and transform – not just within and across our own institutions, but the entire global landscape of education.

Thank you.

The secretary thanked all for attending and supporting UCISA and declared the meeting closed at 13.37